

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: APPROVAL NEEDED: Research Questions - Border Fence  
**Date:** Wednesday, July 10, 2013 7:08:10 PM

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10-4

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 10, 2013 2:30 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: APPROVAL NEEDED: Research Questions - Border Fence

See my comments in black – I think shorter is better -

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, July 10, 2013 1:09 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** APPROVAL NEEDED: Research Questions - Border Fence  
**Importance:** High

(b) (6), (b) (7)(C) -

We received the following questions from a citizen of Brownsville, TX via RGV Border Patrol Sector. The information request is for the following blog: <http://cargocollective.com/untapped>

Our proposed responses are general/high-level, leaving out references to the Fence Lab, etc. to avoid additional questions and probes but, hopefully, satisfy their request for information. (b) (6), (b) (7)(C) noted that we don't necessarily have to answer the question because it is not a news organization and that we can require her to submit a FOIA request. It is generally easier to just be forthcoming and answer the question, but FOIA is also an option. Below are draft responses for your review if we answer the questions directly.

Please let me know how you would like to move forward.

1. What are the objectives of the border fence, what are the standards to be met, and how is success objectively measured? **\*Border Patrol needs to address how success is measured.**  
**The primary goal of border fence and other tactical infrastructure (TI) projects is to gain effective control of the border. Fence construction is intended to provide persistent impedance of illegal cross-border activity, which offers U.S. Customs and Border Protection's**

(CBP) Border Patrol agents sufficient time to respond to and resolve threats. (b) (7)(E)

[REDACTED], thereby increasing the probability of a successful law enforcement resolution.

2. What criteria determined the location of planned gaps in the border fence and how do these gaps serve the broader tactical initiative of the Border Patrol?

Location of existing fencing and resulting gaps are identified by Border Patrol, tactical/operational response should be provided by OBP/Border Patrol. The gaps in the fence are for gates to allow land owner to travel north and south of the fence in RGV. Gate are begin designed and built for these gaps

3. Which entities specifically are responsible for the design of the border fence between Brownsville and Matamoros, or in general? CBP is responsible for the design of the fence

CBP worked in partnership with the U.S. Army Corps of Engineers and in close coordination with the U.S. International Boundary Water Commission (IBWC) to develop general border fence design(s) of meet Border Patrol's operational requirements and suit environmental, geographic, and climatic characteristics.

4. Were other factors involved in determining the final design of the border fence besides issues of security? (ie economic, social, political, environmental) The fence was design to meet Border Patrols operational requirements providing persistent impedance and the economic, social, political, environmental issues

A number of low-cost fencing solutions were tested to determine which designs could best meet Border Patrol's operational requirements. The ability to be deployed quickly, estimated cost of construction and repair, and ability to withstand a crash and disable a vehicle were just a few of the criteria that went into evaluating fence designs.

5. The wall isn't continuous, nor is it constructed in the same way across the entire border. Are there variations in the construction of the fence that have proven more "successful" than others? The Wall you reference was a joint project with Hidalgo county and provides both flood protection and persistent impedance. The geography influences the design of the fence.

The type of fencing to be constructed depends on the specific operational needs and characteristics of the area to be fenced. For each individual area, solutions are selected to suit the type of environment (urban, rural, or remote) and its geographic and climatic characteristics (hills, rivers, mountains, forest, desert, etc.).

6. In Hidalgo county, the border fence has been combined with the existing levy system. Do you see this as a repeatable model for the construction of the fence along other areas? There could be opportunities if other counties are interested similar joint ventures. Please refer to response for question #5.

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From: (b) (6), (b) (7)(C)

**Sent:** Tuesday, July 02, 2013 9:00 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence

Please see my comments below

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 01, 2013 4:27 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence

Keep in mind that for something like this, we don't necessarily have to answer the question. This is not a news organization. As a member of the public, we could require her to submit a FOIA request. I'm not recommending that course of action, it's generally easier to just be forthcoming and answer the question, but I want to sure everyone is clear on the options.

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 01, 2013 3:55 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Research Questions - Border Fence  
**Importance:** High

(b) (6), (b) (7)(C) –

We received the following questions from a citizen of Brownsville, TX via RGV Sector. The information request is for the following blog: <http://cargocollective.com/untapped>

At a quick glance, it looks like an individual research project not funded or supported by a specific organization or institution. It looks fairly objective and specific to water issues in Brownsville, TX.

Please find draft responses below for your review and approval. Our proposed responses are general/high-level, leaving out references to the Fence Lab, etc. to avoid additional questions and probes but, hopefully, satisfy their request for information.

Please let me know if you have any edits, comments, or changes.

1. What are the objectives of the border fence, what are the standards to be met, and how is success objectively measured?

The primary goal of border fence and other tactical infrastructure (TI) projects is to gain effective control of the border. Fence construction is intended to provide persistent impedance of illegal cross-border activity, which offers U.S. Customs and Border Protection's (CBP) Border Patrol agents sufficient time to respond to and resolve threats. (b) (7)(E)

thereby increasing the probability of a successful law enforcement resolution.

2. What criteria determined the location of planned gaps in the border fence and how do these gaps serve the broader tactical initiative of the Border Patrol? **(b) (6), (b) (7)(C)** CBP had/has a limited/finite amount of funds to construct border fencing. The location of existing fencing (and the resulting gaps) in the Brownsville area were identified by Border Patrol based on numerous factors including historic smuggling data, proximity to “developed” areas and roadways, etc. I’m not suggesting this be our response but the gaps in the Brownsville area are not the result of the 1970 treaty referenced below.

The fence had to be built in compliance with the 1970 Treaty with Mexico, which legally prohibited any construction in the floodplain that may divert the normal water flow of the river or its flood flows. Because of this, some property lies south of the actual fence alignment. To help remedy this, the Rio Grande Valley Gate Construction Project allows for the design, fabrication, testing, construction, installation, and power of motorized gates for some of the existing fence gaps in Cameron and Hidalgo Counties.

3. Which entities specifically are responsible for the design of the border fence between Brownsville and Matamoros, or in general?

CBP worked in partnership with the U.S. Army Corps of Engineers and in close coordination with the U.S. International Boundary Water Commission (IBWC) to develop general border fence design(s) of meet Border Patrol’s operational requirements and suit environmental, geographic, and climatic characteristics.

4. Were other factors involved in determining the final design of the border fence besides issues of security? (ie economic, social, political, environmental)

A number of low-cost fencing solutions were tested to determine which designs could best meet Border Patrol’s operational requirements. The ability to be deployed quickly, estimated cost of construction and repair, and ability to withstand a crash and disable a vehicle were just a few of the criteria that went into evaluating fence designs.

5. The wall isn't continuous, nor is it constructed in the same way across the entire border. Are there variations in the construction of the fence that have proven more "successful" than others?

The type of fencing to be constructed depends on the specific operational needs and characteristics of the area to be fenced. For each individual area, solutions are selected to suit the type of environment (urban, rural, or remote) and its geographic and climatic characteristics (hills, rivers, mountains, forest, desert, etc.).

6. In Hidalgo county, the border fence has been combined with the existing levy system. Do you see this as a repeatable model for the construction of the fence along other areas? Please refer to response for question #5.

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From: **(b) (6), (b) (7)(C)**.

Sent: Monday, July 01, 2013 9:47 AM

To: **(b) (6), (b) (7)(C)**

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Research Questions - Border Fence

Sir,

We are happy to assist with this and other non-operational requests for information re: RGV Sector TI. We will get back to you ASAP with responses.

Thank you,

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, June 28, 2013 4:03 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: Research Questions - Border Fence

Good Afternoon Ladies,

I am in the transition phase and will be taking over (b) (6), (b) (7)(C)' duties as the Tactical Infrastructure point of contact for RGV Sector.

On that note, (b) (6), (b) (7)(C) referred me to you regarding the below list of questions.

Can you please advise if you can help me answer them?

Respectfully,

(b) (6), (b) (7)(C)

Supervisory Border Patrol Agent  
RGV Sector/Tactical Infrastructure

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, June 26, 2013 06:26 PM Eastern Standard Time

**To:** (b) (6), (b) (7)(C)

**Subject:** Research Questions - Border Fence

Agent (b) (6), (b) (7)(C)

This is (b) (6), (b) (7)(C), I believe I spoke with you on the phone about a week ago in regards to some research questions I had about the US/Mexico border fence. Here is a list of general questions I would like to have answered if possible. If you have any questions about the nature of this research project or myself, please feel free to visit my blog:

[cargocollective.com/untapped](http://cargocollective.com/untapped)

1. What are the objectives of the border fence, what are the standards to be met, and how is

success objectively measured?

2. What criteria determined the location of planned gaps in the border fence and how do these gaps serve the broader tactical initiative of the Border Patrol?
3. Which entities specifically are responsible for the design of the border fence between Brownsville and Matamoros, or in general?
4. Were other factors involved in determining the final design of the border fence besides issues of security? (ie economic, social, political, environmental)
5. The wall isn't continuous, nor is it constructed in the same way across the entire border. Are there variations in the construction of the fence that have proven more "successful" than others?
6. In Hidalgo county, the border fence has been combined with the existing levy system. Do you see this as a repeatable model for the construction of the fence along other areas?

Thanks so much for your time. Let me know if I can get a response to some of these questions.

Best,

(b) (6), (b) (7)(C)

CMU SoArch, 2014

(b) (6), (b) (7)(C)

[cargocollective.com](http://cargocollective.com) (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)

**To:** (b) (6), (b) (7)(C)

**Subject:** O-1 to O-3 prebrief

**Attachments:** [8 May Brief V 1.0.ppt](#)

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<<8 May Brief V 1.0.ppt>> Please add as required

# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3

Existing Pedestrian Fence is XX Xmiles

O-1 to O-3 last segment under Pedestrian Fence (PF) 225

- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City  
(see map)
- Original alignment adjusted due to flood plan agreement with IBWC
- Does not comprise existing gate construction in RGV

South Texas is a high priority for Border Patrol





# Acquisition Strategy and Timeline

- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Develop branch and sequel strategies with clearly defined decision points.

## Base Plan:

| Segment                   | O-1 | O-2 | O-3 |
|---------------------------|-----|-----|-----|
| Acquisition Strategy      | (b) | (5) |     |
| Start                     |     |     |     |
| Acquisition Plan Complete |     |     |     |
| Base Contract Award       |     |     |     |
| Real Estate Certified     |     |     |     |
| Construction Complete     |     |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards
- Bollard with Steel Plate

Bollard



U.S. Customs and  
Border Protection

BW11 FOIA CBP 004842

# “Pivot” Plan




Aggressive planning and execution; retain flexibility to incorporate additional requirements

## Consistent Approach:

- Real Estate & Environmental:
- Acquisition: O-1, 2, 3 vehicles; existing vehicles in supporting USACE Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment;  
Leverage existing capabilities and capacities in supporting Districts



U.S. Customs and  
Border Protection

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C); CALVO, KARL H.; (b) (6), (b) (7)(C)  
  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR O-1 thru O-3 Brief  
**Date:** Tuesday, May 07, 2013 3:31:12 PM  
**Attachments:** [8 May Brief V 4.ppt](#)

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<<8 May Brief V 4.ppt>>

(b) (6), (b) (7)(C)

CTR-LMI

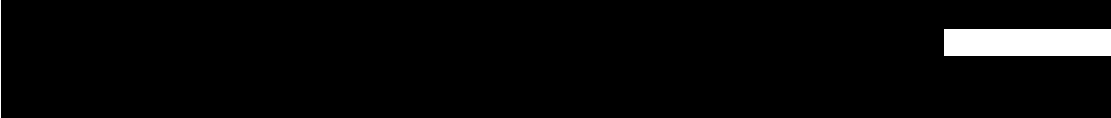
BPFTI PMO

(b) (6), (b) (7)(C)






-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 6:32 AM  
**To:** (b) (6), (b) (7)(C); CALVO, KARL H.; (b) (6), (b) (7)(C)  
  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: CIR O-1 thru O-3 Brief  
**When:** Wednesday, May 08, 2013 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** BPFTI Large Conf Room/ VTC/ (b) (7)(E)  
**Importance:** High

(b) (6), (b) (7)(C) asked me to forward this invite to you

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C) On Behalf Of (b) (6), (b) (7)(C)  
**Sent:** Tuesday, April 23, 2013 4:31 PM  
**To:** (b) (6), (b) (7)(C); CALVO, KARL H.; (b) (6), (b) (7)(C)  
  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CIR O-1 thru O-3 Brief  
**When:** Wednesday, May 08, 2013 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** BPFTI Large Conf Room/ VTC/ (b) (7)(E)  
**Importance:** High

Purpose is for TI Director (b) (6), (b) (7)(C) to update XD and other Directors on status and path forward.  
Agenda and read aheads forthcoming.

R/

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief  
**Date:** Tuesday, May 07, 2013 3:30:45 PM  
**Attachments:** [8 May Brief V 4.ppt](#)

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Latest version attached. <<8 May Brief V 4.ppt>>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, May 01, 2013 3:00 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CIR Pre brief  
**When:** Tuesday, May 07, 2013 11:00 AM-11:45 AM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** B155 Large conf room/ (b) (7)(E)

Purpose: Pre-brief for meeting with Mr. Calvo on 5/7

# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda



Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



U.S. Customs and  
Border Protection



# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of fence between Roma and Rio Grande City (see map)
- IBWC concurrence with new alignment (satisfies treaty requirement)
- South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones, Steel)

## Course of Action:

- (b) (5)
- 
- 

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| Design Complete       |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate

Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budge (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) In Hidalgo County; Owners already ID'd; Title work underway
  - O-1: (b) (5) – Starr County (b) (5)
  - O-2: (b) (5) Starr County + more new owners; (b) (5)

- Key Assumptions:

- (b) (5)
- (b) (5)

- Land Acquisition Options: (will be evaluated tract-by-tract)

- (b) (5)
- (b) (5)

- Significant Risks: (b) (5)

(b) (5)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6)  
**Subject:** O-1 to O-3 prebrief  
**Attachments:** [8 May Brief V 1.1.ppt](#)

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Updated slides <<8 May Brief V 1.1.ppt>>

# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3

Existing Pedestrian Fence is XX X miles

O-1 to O-3 last segment under Pedestrian Fence (PF) 225

- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City  
(see map)
- Original alignment adjusted due to flood plan agreement with IBWC
- Does not comprise existing gate construction in RGV

South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Develop branch and sequel strategies with clearly defined decision points.

## Base Plan:

| Segment                   | O-1 | O-2 | O-3 |
|---------------------------|-----|-----|-----|
| Acquisition Strategy      | (b) | (5) |     |
| Start                     |     |     |     |
| Acquisition Plan Complete |     |     |     |
| Base Contract Award       |     |     |     |
| Real Estate Certified     |     |     |     |
| Construction Complete     |     |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards
- Bollard with Steel Plate

Bollard



U.S. Customs and  
Border Protection



# RE Activities TI – RGV – Segments O-1,2,3



- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5)

- Key Assumptions:

- (b) (5)
- (b) (5)

- Land Acquisition Options: (will be evaluated tract-by-tract)

(b) (5)

- Significant Risks: (b) (5)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief  
**Date:** Tuesday, May 07, 2013 10:31:36 AM  
**Attachments:** [8 May Brief V 3.1.ppt](#)

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Attached is briefing for today <<8 May Brief V 3.1.ppt>>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, May 01, 2013 3:00 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CIR Pre brief  
**When:** Tuesday, May 07, 2013 11:00 AM-11:45 AM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** B155 Large conf room/ (b) (7)(E)

Purpose: Pre-brief for meeting with Mr. Calvo on 5/7

# CBP Office of Administration Facilities Management and Engineering

---

O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

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Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



U.S. Customs and  
Border Protection

# Rio Grande Valley Sector Numbers



Source: U.S. Customs and Border Protection, as reported in the USA Today (April 2, 2013)

\*Only Tucson Sector has more apprehensions at 120,000



U.S. Customs and  
Border Protection

# Situation

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## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City (see map)
- Original alignment adjusted due to flood plane agreement with IBWC
- South Texas is a high priority for Border Patrol



U.S. Customs and  
Border Protection

# Acquisition Strategy and Timeline



- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Retain flexibility to seize opportunities.

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



U.S. Customs and  
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# Budget

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**Total:** (b) (5)

Primary Drivers:

- Construction: (b) (5)
- Real Estate: (b) (5)
- Contingency (Risk): (b) (5)
- Program and Construction Management: (b) (5)
- Design: (b) (5)
- Environmental: (b) (5)



U.S. Customs and  
Border Protection



# Design

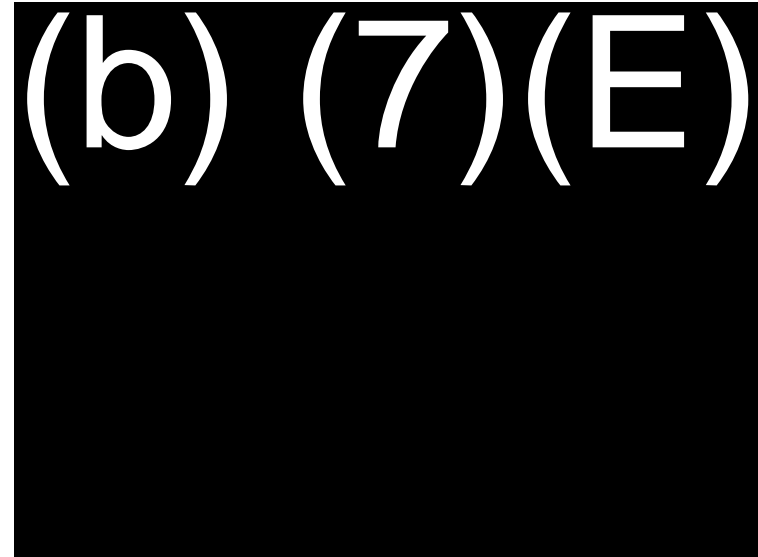
O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate



Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5) )
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)



# Environmental

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- 2008 Environmental waiver applies
- CBP will maintain strong environmental stewardship
- Strong proactive outreach program required



U.S. Customs and  
Border Protection

# Risk

- 3 Point Estimate:
  - Low: (b) (5)
  - Medium: (b) (5)
  - High: (b) (5)
- Top Risk Categories:
  - Real Estate
  - Latent Conditions
  - Contractor Performance
- Milestones Affected (In order of frequency):
  - Construction Start Date
  - Obtain ROE-SE
  - Real Estate Certification



# Staffing

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## BPFTI

- Align PMs by corridors (Border Patrol style)
  - Example: PM to oversee and monitor San Diego, El Centro and Yuma
- Flex capability by using Sector PM/CORs
- Surge capability by tapping into Facilities PMs

## ECSO

- Utilizing current staffing
- Leveraging existing USACE Districts capabilities
- Complementing CBP corridors
- Leveraging surge capabilities within USACE



U.S. Customs and  
Border Protection

# Adapt to Changing Requirements

*Aggressive planning and execution; retain flexibility to incorporate additional requirements*

## **Consistent, Scalable Approach:**

- Real Estate & Environmental
- Acquisition: O-1, 2, 3 vehicles, existing vehicles in supporting Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment

Leverage existing capabilities and capacities in supporting Districts

## **Past Success on Similar Programs**

**PF225**

**\$1.099B Program**

**USACE execution of 201.1 miles**

**VF300**

**\$255M Program**

**USACE execution of 192.6 miles**

**4 executing Districts in 2 Divisions**

**High visibility, high political interest**

**525+ USACE employees across  
37 Divisions, Districts, and Labs**

**Environmental, Real Estate, and Strategic  
Communications**



**U.S. Customs and  
Border Protection**

# Next Steps

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- 
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(b) (5)



U.S. Customs and  
Border Protection

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CIR Pre brief  
**Start:** Tuesday, May 07, 2013 11:00:00 AM  
**End:** Tuesday, May 07, 2013 11:45:00 AM  
**Location:** B155 Large conf room (b) (7)(E)  
**Attachments:** [O-1-2-3 Milestones-v3.pdf](#)  
[O-1-2-3 Milestones-v3.pdf](#)  
[8 May Brief V 3.2.ppt](#)

---

Purpose: Pre-brief for meeting with Mr. Calvo on 5/7

<<O-1-2-3 Milestones-v3.pdf>> <<O-1-2-3 Milestones-v3.pdf>> <<8 May Brief V 3.2.ppt>>





# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City (see map)
- Original alignment adjusted due to flood plane agreement with IBWC
- South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Retain flexibility to seize opportunities.

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate

Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5) )
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)  
(b) (5)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C) [CALVO, KARL H.](#) (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR O-1 thru O-3 Brief  
**Date:** Tuesday, May 07, 2013 3:40:16 PM  
**Attachments:** [8 May Brief V 4.1.ppt](#)

---

I apologize, corrected read ahead for tomorrow is attached <<8 May Brief V 4.1.ppt>>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, May 07, 2013 3:31 PM  
**To:** (b) (6), (b) (7)(C) [CALVO, KARL H.](#); (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR O-1 thru O-3 Brief

<< File: 8 May Brief V 4.ppt >>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, May 06, 2013 6:32 AM  
**To:** (b) (6), (b) (7)(C); [CALVO, KARL H.](#); (b) (6), (b) (7)(C)



(b) (6)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CIR O-1 thru O-3 Brief

**When:** Wednesday, May 08, 2013 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** BPFTI Large Conf Room/ VTC/ (b) (7)(E)

**Importance:** High

(b) (6), (b) (7)(C) asked me to forward this invite to you

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C) **On Behalf Of** (b) (6), (b) (7)(C)

**Sent:** Tuesday, April 23, 2013 4:31 PM

**To:** (b) (6), (b) (7)(C) CALVO, KARL H.; (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** CIR O-1 thru O-3 Brief

**When:** Wednesday, May 08, 2013 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** BPFTI Large Conf Room/ VTC/ (b) (7)(E)

**Importance:** High

Purpose is for TI Director (b) (6), (b) (7)(C) to update XD and other Directors on status and path forward.  
Agenda and read aheads forthcoming.

R/

# CBP Office of Administration

## Facilities Management and Engineering

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O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of fence between Roma and Rio Grande City (see map)
- IBWC concurrence with new alignment (satisfies treaty requirement)
- South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones, Steel)

## Course of Action:

- (b) (5)
- 
- 

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| Design Complete       |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate

Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) In Hidalgo County; Owners already ID'd; Title work underway
  - O-1: (b) (5) – Starr County; (b) (5)
  - O-2: (b) (5) Starr County + more new owners; (b) (5)

- Key Assumptions:

- (b) (5)
- (b) (5)

- Land Acquisition Options: (will be evaluated tract-by-tract)

(b) (5)

- Significant Risks: (b) (5)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief  
**Date:** Tuesday, May 07, 2013 10:47:06 AM  
**Attachments:** [8 May Brief V 3.2.ppt](#)

---

Updated budget and ENV slides <<8 May Brief V 3.2.ppt>>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, May 07, 2013 10:32 AM  
**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CIR Pre brief

Attached is briefing for today << File: 8 May Brief V 3.1.ppt >>

(b) (6), (b) (7)(C)

CTR-LMI

BPFTI PMO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, May 01, 2013 3:00 PM  
**To:** (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

**Cc:**

(b) (6), (b) (7)(C)

**Subject:** CIR Pre brief

**When:** Tuesday, May 07, 2013 11:00 AM-11:45 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** B155 Large conf room/ (b) (7)(E)

**Purpose:** Pre-brief for meeting with Mr. Calvo on 5/7

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** brief  
**Date:** Tuesday, May 07, 2013 7:56:16 AM  
**Attachments:** [8 May Brief V 2.0.ppt](#)

---

Completed brief

(b) (6), (b) (7)(C)

PM, TI

LMI

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing  
Border Patrol's proud legacy

# CBP Office of Administration Facilities Management and Engineering

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## O-1 To O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

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Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Situation
- Acquisition Planning
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



U.S. Customs and  
Border Protection

# Rio Grande Valley Sector Numbers



Source: U.S. Customs and Border Protection, as reported in the USA Today (April 2, 2013)

\*Only Tucson Sector has more apprehensions at 120,000



U.S. Customs and  
Border Protection

# Situation

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## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3

Existing Pedestrian Fence is 54.1 miles

O-1 to O-3 segments originally under Pedestrian Fence (PF) 225

- Comprises approximately (b) (7)(E) m of border between Roma and Rio Grande City (see map)
- Original alignment adjusted due to flood plane agreement with IBWC

South Texas is a high priority for Border Patrol



U.S. Customs and  
Border Protection

# Acquisition Strategy and Timeline



- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Retain flexibility to seize opportunities.

## Base Plan:

| Segment               | O-3            | O-1       | O-2         |
|-----------------------|----------------|-----------|-------------|
| Acq Strat             | Existing MATOC | New MATOC | Stand Alone |
| Start                 | (b) (5)        |           |             |
| Acq Plan Complete     |                |           |             |
| Base Contract Award   |                |           |             |
| RE Certified          |                |           |             |
| Construction Complete |                |           |             |



U.S. Customs and  
Border Protection

# Budget

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**Total:** (b) (5)

Primary Drivers:

- Construction (b) (5)
- Real Estate: (b) (5)
- Contingency (Risk): (b) (5)
- Program and Construction Management: (b) (5)



U.S. Customs and  
Border Protection



# Design

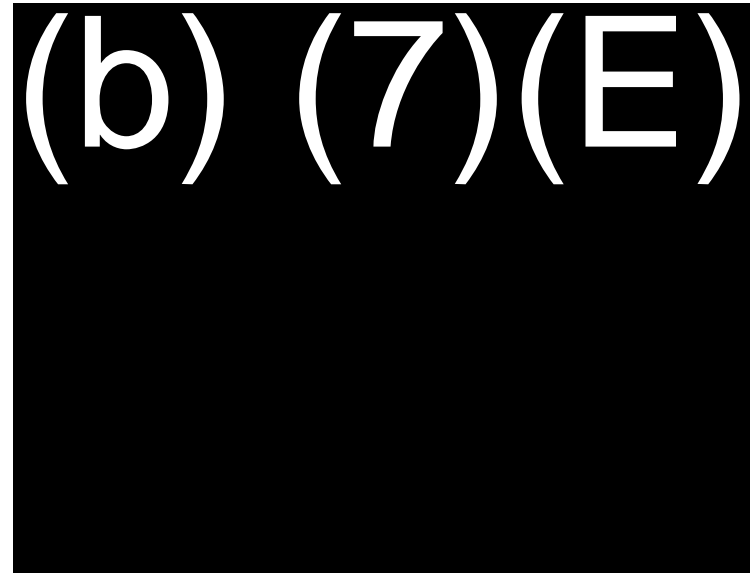
O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate



Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) Starr County; (b) (5)
  - O-2: (b) (5) Starr County + more new owners; (b) (5)
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)



# Environmental

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- 2008 Environmental waiver applies
- CBP will maintain strong environmental stewardship
- Strong proactive outreach program required



U.S. Customs and  
Border Protection

# Risk

- 3 Point Estimate:
  - Low: (b) (5)
  - Medium: (b) (5)
  - High: (b) (5)
- Top Risk Categories:
  - Real Estate
  - Latent Conditions
  - Contractor Performance
- Milestones Affected (In order of frequency):
  - Construction Start Date
  - Obtain ROE-SE
  - Real Estate Certification



# Staffing

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## BPFTI

- Align PMs by corridors (Border Patrol style)
  - Example: PM to oversee and monitor San Diego, El Centro and Yuma
- Flex capability by using Sector PM/CORs
- Surge capability by tapping into Facilities PMs

## ECSO

- Utilizing current staffing
- Leveraging existing USACE Districts capabilities
- Complementing CBP corridors
- Leveraging surge capabilities within USACE



U.S. Customs and  
Border Protection

# Adapt to Changing Requirements

*Aggressive planning and execution; retain flexibility to incorporate additional requirements*

## **Consistent, Scalable Approach:**

- Real Estate & Environmental
- Acquisition: O-1, 2, 3 vehicles, existing vehicles in supporting Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment

Leverage existing capabilities and capacities in supporting Districts

## **Past Success on Similar Programs**

**PF225**

**\$1.099B Program**

**USACE execution of 201.1 miles**

**VF300**

**\$255M Program**

**USACE execution of 192.6 miles**

**4 executing Districts in 2 Divisions**

**High visibility, high political interest**

**525+ USACE employees across  
37 Divisions, Districts, and Labs**

**Environmental, Real Estate, and Strategic  
Communications**



**U.S. Customs and  
Border Protection**

# Next Steps

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(b) (5)



U.S. Customs and  
Border Protection

**From:** (b) (6), (b) (7)(C) -  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence  
**Date:** Wednesday, July 10, 2013 12:34:13 PM

---

Thanks, (b) (6), (b) (7)(C) Will incorporate and send to group and (b) (6), (b) (7)(C) for review.

(b) (6),

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, July 02, 2013 9:00 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence

Please see my comments below

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 01, 2013 4:27 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence

Keep in mind that for something like this, we don't necessarily have to answer the question. This is not a news organization. As a member of the public, we could require her to submit a FOIA request. I'm not recommending that course of action, it's generally easier to just be forthcoming and answer the question, but I want to sure everyone is clear on the options.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 01, 2013 3:55 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Research Questions - Border Fence  
**Importance:** High

(b) (6), (b) (7)(C) -

We received the following questions from a citizen of Brownsville, TX via RGV Sector. The information request is for the following blog: <http://cargocollective.com/untapped>

At a quick glance, it looks like an individual research project not funded or supported by a specific organization or institution. It looks fairly objective and specific to water issues in Brownsville, TX.

Please find draft responses below for your review and approval. Our proposed responses are general/high-level, leaving out references to the Fence Lab, etc. to avoid additional questions and probes but, hopefully, satisfy their request for information.

Please let me know if you have any edits, comments, or changes.



1. What are the objectives of the border fence, what are the standards to be met, and how is success objectively measured?

The primary goal of border fence and other tactical infrastructure (TI) projects is to gain effective control of the border. Fence construction is intended to provide persistent impedance of illegal cross-border activity, which offers U.S. Customs and Border Protection's (CBP) Border Patrol agents sufficient time to respond to and resolve threats. (b) (7)(E)

[REDACTED], thereby increasing the probability of a successful law enforcement resolution.

2. What criteria determined the location of planned gaps in the border fence and how do these gaps serve the broader tactical initiative of the Border Patrol? (b) (6), (b) (7)(C) CBP had/has a limited/finite amount of funds to construct border fencing. The location of existing fencing (and the resulting gaps) in the Brownsville area were identified by Border Patrol based on numerous factors including historic smuggling data, proximity to "developed" areas and roadways, etc. I'm not suggesting this be our response but the gaps in the Brownsville area are not the result of the 1970 treaty referenced below.

The fence had to be built in compliance with the 1970 Treaty with Mexico, which legally prohibited any construction in the floodplain that may divert the normal water flow of the river or its flood flows. Because of this, some property lies south of the actual fence alignment. To help remedy this, the Rio Grande Valley Gate Construction Project allows for the design, fabrication, testing, construction, installation, and power of (b) (7)(E) for some of the existing fence gaps in Cameron and Hidalgo Counties.

3. Which entities specifically are responsible for the design of the border fence between Brownsville and Matamoros, or in general?

CBP worked in partnership with the U.S. Army Corps of Engineers and in close coordination with the U.S. International Boundary Water Commission (IBWC) to develop general border fence design(s) of meet Border Patrol's operational requirements and suit environmental, geographic, and climatic characteristics.

4. Were other factors involved in determining the final design of the border fence besides issues of security? (ie economic, social, political, environmental)

A number of low-cost fencing solutions were tested to determine which designs could best meet Border Patrol's operational requirements. The ability to be deployed quickly, estimated cost of construction and repair, and ability to withstand a crash and disable a vehicle were just a few of the criteria that went into evaluating fence designs.

5. The wall isn't continuous, nor is it constructed in the same way across the entire border. Are there variations in the construction of the fence that have proven more "successful" than others?

The type of fencing to be constructed depends on the specific operational needs and characteristics of the area to be fenced. For each individual area, solutions are selected to suit the type of environment (urban, rural, or remote) and its geographic and climatic

characteristics (hills, rivers, mountains, forest, desert, etc.).

6. In Hidalgo county, the border fence has been combined with the existing levy system. Do you see this as a repeatable model for the construction of the fence along other areas? Please refer to response for question #5.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 01, 2013 9:47 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Research Questions - Border Fence

Sir,

We are happy to assist with this and other non-operational requests for information re: RGV Sector TI. We will get back to you ASAP with responses.

Thank you,

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, June 28, 2013 4:03 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Research Questions - Border Fence

Good Afternoon Ladies,

I am in the transition phase and will be taking over (b) (6), (b) (7)(C)' duties as the Tactical Infrastructure point of contact for RGV Sector.

On that note, (b) (6), (b) (7)(C) referred me to you regarding the below list of questions.

Can you please advise if you can help me answer them?

Respectfully,

(b) (6), (b) (7)(C)  
Supervisory Border Patrol Agent  
RGV Sector/Tactical Infrastructure  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 26, 2013 06:26 PM Eastern Standard Time

To: (b) (6), (b) (7)(C)

Subject: Research Questions - Border Fence

Agent (b) (6), (b) (7)(C)

This is (b) (6), (b) (7)(C), I believe I spoke with you on the phone about a week ago in regards to some research questions I had about the US/Mexico border fence. Here is a list of general questions I would like to have answered if possible. If you have any questions about the nature of this research project or myself, please feel free to visit my blog:

[cargocollective.com/untapped](http://cargocollective.com/untapped)

1. What are the objectives of the border fence, what are the standards to be met, and how is success objectively measured?
2. What criteria determined the location of planned gaps in the border fence and how do these gaps serve the broader tactical initiative of the Border Patrol?
3. Which entities specifically are responsible for the design of the border fence between Brownsville and Matamoros, or in general?
4. Were other factors involved in determining the final design of the border fence besides issues of security? (ie economic, social, political, environmental)
5. The wall isn't continuous, nor is it constructed in the same way across the entire border. Are there variations in the construction of the fence that have proven more "successful" than others?
6. In Hidalgo county, the border fence has been combined with the existing levy system. Do you see this as a repeatable model for the construction of the fence along other areas?

Thanks so much for your time. Let me know if I can get a response to some of these questions.

Best,

(b) (6), (b) (7)(C)

CMU SoArch, 2014

(b) (6), (b) (7)(C)

[cargocollective.com/](http://cargocollective.com/)(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: O1-O3 Updated DRAFT PRD  
**Date:** Monday, March 25, 2013 2:43:04 PM  
**Attachments:** (b) (6), (b) (7)(C) [O1-3 Draft PRD 32213.docx](#)

---

I did a quick review and inserted my suggested edits and comments in the attached document.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, March 25, 2013 1:54 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: O1-O3 Updated DRAFT PRD

Let me know what you think...

(b) (6), (b) (7)(C), CBM, PMP  
Division Director, TI Division  
Border Patrol Facilities and Tactical Infrastructure  
Program Management Office  
Facilities Management and Engineering  
1301 Constitution Ave. NW, (b) (6), (b) (7)(C)  
Washington, DC 20004

(b) (6), (b) (7)(C)  
[Redacted]  
[Redacted]

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C).  
**Sent:** Friday, March 22, 2013 3:27 PM  
**To:** (b) (6), (b) (7)(C)  
[Redacted]  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** O1-O3 Updated DRAFT PRD

Good Afternoon Everyone,

Attached you will find the current working draft of the O-1 – O-3 PRD. Please keep in mind that sections of this PRD are expected to change as comments and edits are received.

Regard,

(b) (6), (b) (7)(C)  
Program Analyst, Business Operations  
Border Patrol Facilities & Tactical Infrastructure  
Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C)  
[Redacted]

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Tactical Infrastructure Project Requirements Document

**Project Name:** O-1-O-3RG (b) (7)(E) Primary Fence Construction

**Purpose of PRD:** This document authorizes designation of project, baselines, scope, cost and schedule. This document authorizes funding for all planning, acquisition, environmental assessment, programming design and construction activities.

**OBP Requirement: FY [XXXX]**

[This section should be developed by the OBP HQ Strategic Planning, Policy, & Analysis Division. It should detail the OBP Mission Need and Operational Requirement being met by this project. Language should cover what the need is and how operations will be affected.]

| PROJECT SUMMARY               |  |
|-------------------------------|--|
| <b>Project Type:</b>          | Primary Pedestrian Fence   |
| <b>Project #:</b>             | O-1 - (b) (7)(E)<br>O-2 - (b) (7)(E)<br>O-3 - (b) (7)(E)                                       |
| <b>Reporting Metric:</b>      | Total Miles: (b) (7)(E)<br>O-1 - (b) (7)(E) O-2 - (b) (7)(E) O-3 - (b) (7)(E)                  |
| <b>Service Provider:</b>      | USACE  |
| <b>Initial Cost Estimate:</b> | TBD  |
| <b>Planned Start Date:</b>    | Month/Year – total duration to be (b) (5) for Real Estate clearance, (b) (5) for construction) |
| <b>Planned End Date:</b>      | Month/Year   |

**Project Description/Objective:**

This project involves the construction of an estimated (b) (7)(E) miles of new primary pedestrian fence (PF). The project consists of 3 separate fence segments, segments O-1 and O-2 are located in Roma and Rio Grande City, Starr County, Texas. Segment O-3 is located in Los Ebanos, Hidalgo County, Texas; along the International Border. The new PF will be comprised of bollard style fence. This project is to be a design, bid, build construction contract.

This fence is located both within urban areas and undeveloped wildlife habitat areas, where there are numerous houses, utilities and miscellaneous structures in proximity to the proposed alignments. There are also dump-sites, significant drainage arroyos, erosive soils and areas of dense vegetation in the undeveloped areas, which presents significant challenges. The presence of many drainage features and potential sinkhole areas increases the probability of (b) (7)(E). The area is situated in an area identified by USFWS as a significant migratory pathway for two endangered species of cats (ocelot and jaguarundi), and is known to be the site of several different populations of rare, threatened, and endangered plants including Zapata Bladderpod, Star Cactus, Walker's manioc and Johnson's Frankenia.

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The proposed alignments have been strategically analyzed by CBP from a law enforcement perspective and by USACE and IBWC from a flood control perspective. The USACE and CBP in conjunction with USFWS have analyzed the area from a habitat, vegetation, and a wildlife habitat perspective. A hydraulic model has been developed by USACE and review and approved by IBWC for the proposed alignments.

Other challenges include: [significant potential opposition from local public officials, landowners, environmental NGOs and Mexico; significant sensitive oversight \(reporting, public affairs\);](#) Security issues; [NGO opposition, opposition for Mexico, and](#) high level political involvement (congressional and Whitehouse),

**Points of Contact and Roles**

| Name    | Role   |
|---------|--|
| TBD     | BPFTI PMO Project Manager                        |
| TBD     | USACE Project Manager                            |
| (b) (6) | BPFTI PMO M&R PM/COR                             |
|         | BPFTI PMO Design Lead                            |
|         | BPFTI PMO Real Estate Lead                       |
|         | USACE Real Estate Lead                           |
|         | BPFTI PMO Environmental Lead                     |
|         | USACE Environmental Lead                         |
|         | BPFTI PMO Financial Management Branch Analyst    |
|         | BPFTI PMO Project Analyst                        |
|         | OBP Representative                               |
|         | BP Field Contact (Include location and position) |

**Diagrams/Exhibits/Conceptual Designs:**

(b) (7)(E)

**Photographs:**

**Real Estate Acquisitions**

**BACKGROUND:**

The Real Estate process for O-1,2,3 was initiated back in 2007 as part of 225 to acquire privately-owned land required along the original 60-foot-wide swath. Approximately (b) (7)(E) of the original (b) (7)(E) swath was on U.S. Fish and Wildlife Service (USFWS) refuge land, thus it was cleared by virtue of the 2008 waiver. Soon after the project was de-scoped from PF225 because of the [lack of](#) International Boundary and Water Commission (IBWC) [concurrence with the original proposed alignments](#) [enforcement of the 1970 boundary treaty with Mexico](#), all negotiations and any active condemnation cases that had already been filed were placed 'on-hold'.

(b) (5)



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(b) (5)

Since that time, the alignment has shifted as a result of consultation with IBWC [and Border Patrol](#).  
Of the total (b) (7)(E) approximately (b) (7)(E) of the new alignment overlaps with the original alignment.  
(b) (5)

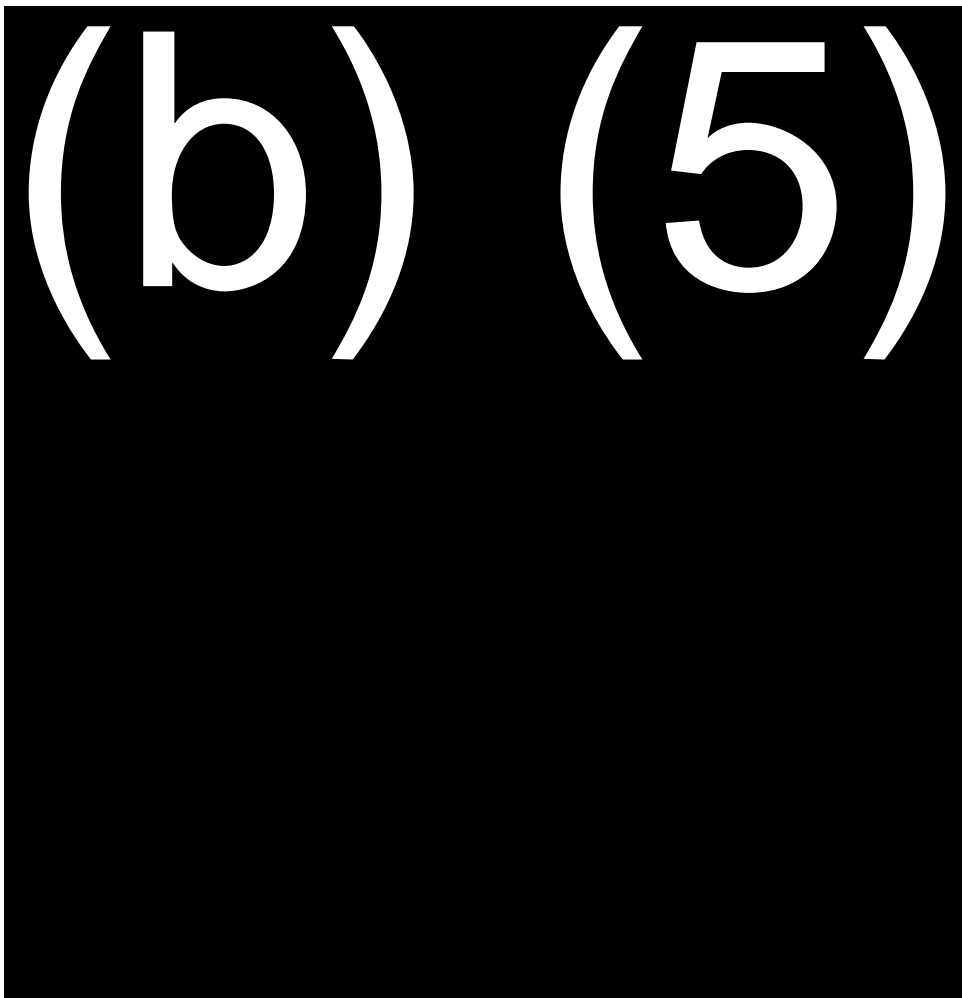
(b) (5)

[REAL ESTATE](#) ACQUISITION PROCESS GOING FORWARD:

(b) (5)

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REAL ESTATE ACQUISITION SCHEDULE:



Commented [AU1]: (b) (5) has already stated that we can't begin approaching landowners until October 2013

Commented [AU2]: (b) (5)

NEPA/Environmental Permits

(b) (5)

. However, under the 2008 waiver, CBP strongly supports the Secretary's commitment to responsible environmental stewardship. To that end, CBP prepared an Environmental Stewardship Plan (ESP) for all segments in RGV in 2008 which includes a Biological Resources Plan (BRP). The ESP and BRP analyzes the

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potential environmental impacts associated with construction of tactical infrastructure in the entire U.S. Border Patrol (USBP) Rio Grande Valley Sector. This ESP will need to be substantially supplemented due to its age and due to the change in the O1-O3 project from what was originally planned and analyzed in that ESP, but, in general establishes given mitigation ratios, the requirement for construction Best Management Practices which include onsite environmental and cultural resources monitoring plans, public outreach, and inclusion of (b) (7)(E) design.

**“Other” Approvals**

(b) (5)  
As previously stated, USIBWC has already approved the general proposed alignments from a floodplain impacts perspective. (Letter to be attached)

**Schedule of Deliverables**

[List key deliverables and their anticipated start date, duration and end date. Attach a detailed schedule as an addendum]

| Schedule of Deliverables |         |            |         |     |     |     |      |     |     |     |      |     |     |     |          |
|--------------------------|---------|------------|---------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|----------|
| Key Deliverables         | Costs   | Start Date | FY14    |     |     |     | FY15 |     |     |     | FY16 |     |     |     | End Date |
|                          |         |            | 1st     | 2nd | 3rd | 4th | 1st  | 2nd | 3rd | 4th | 1st  | 2nd | 3rd | 4th |          |
| Planning                 |         |            | (b) (5) |     |     |     |      |     |     |     |      |     |     |     |          |
| Land Acquisition         |         |            |         |     |     |     |      |     |     |     |      |     |     |     |          |
| Environmental Planning   | (b) (5) |            |         |     |     |     |      |     |     |     |      |     |     |     |          |
| Design                   |         |            |         |     |     |     |      |     |     |     |      |     |     |     |          |
| Construction             |         |            |         |     |     |     |      |     |     |     |      |     |     |     |          |
| Construction Oversight   |         |            |         |     |     |     |      |     |     |     |      |     |     |     |          |

Q1 Oct – Dec; Q2 Jan – Mar; Q3 Apr – Jun; Q4 Jul – Sep

**Schedule Assumption(s):**

Environmental scheduling assumptions include:

- (b) (5)
- (b) (5)
- (b) (5)

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**Initial Cost Estimate**

| \$ Total Project Cost   | FY13  | FY14  | FY16  | FY16  |
|---|---|---|---|---|
| <input type="checkbox"/> Construction<br><input type="checkbox"/> BSFIT<br><input type="checkbox"/> O&M<br><input type="checkbox"/> D&D | <input type="checkbox"/> Construction<br><input type="checkbox"/> BSFIT<br><input type="checkbox"/> O&M<br><input type="checkbox"/> D&D | <input type="checkbox"/> Construction<br><input type="checkbox"/> BSFIT<br><input type="checkbox"/> O&M<br><input type="checkbox"/> D&D | <input type="checkbox"/> Construction<br><input type="checkbox"/> BSFIT<br><input type="checkbox"/> O&M<br><input type="checkbox"/> D&D | <input type="checkbox"/> Construction<br><input type="checkbox"/> BSFIT<br><input type="checkbox"/> O&M<br><input type="checkbox"/> D&D |
| \$  | \$  | \$  | \$  | \$  |

[Note: A detailed WBS and cost analysis will be required and submitted as a separate document post-PRD approval. Template will be provided.]

Cost Assumption(s):

Environmental cost assumptions include:

- d)
- e)
- f)
- g)
- h)

(b) (5)

**Potential Project Risks/Mitigations**

| Project Risks          |         |                 |        |                     |
|------------------------|---------|-----------------|--------|---------------------|
| Category               | Risk    | Probability (%) | Impact | Mitigation Strategy |
| Contractor Performance | (b) (5) |                 |        |                     |
| Contractor Performance |         |                 |        |                     |
| Contractor Performance |         |                 |        |                     |

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| Contractor Performance | Delayed funding | 5% | Low | Do not proceed with RFP until funding in place |
|------------------------|-----------------|----|-----|--|
| Design                 | (b) (5)         |    |     |  |
| Design                 |                 |    |     |  |
| Environmental          |                 |    |     |  |
| Environmental          |                 |    |     |  |

Commented [AU3]: (b) (5)

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|                            |         |
|----------------------------|---------|
| Environmental              | (b) (5) |
| External Entity Compliance |         |
| External Entity Compliance |         |
| External Entity Compliance |         |
| External Entity Compliance |         |
| External Entity Compliance |         |
| Latent Conditions          |         |
| Latent Conditions          |         |
| Latent Conditions          |         |

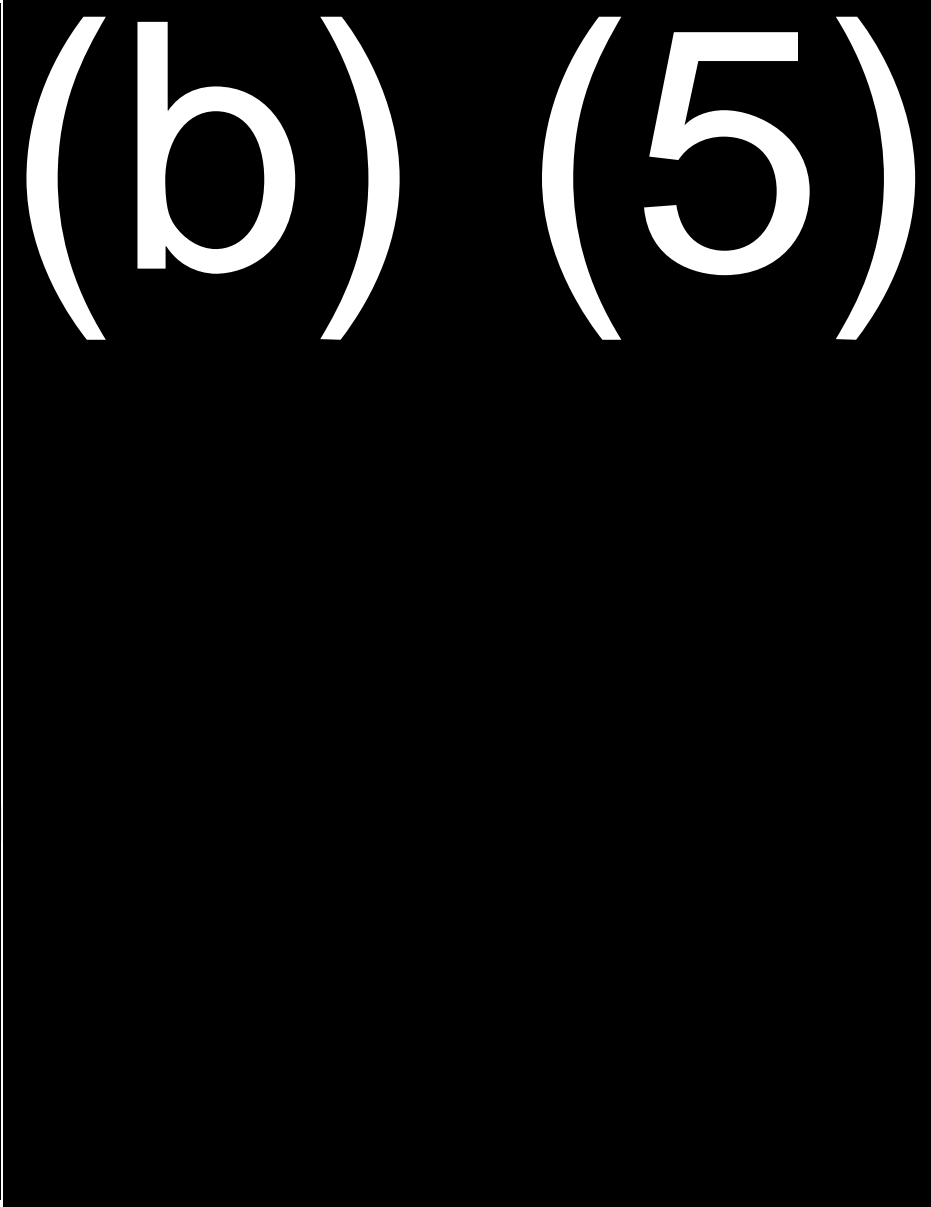
Commented [AU4]: (b) (5)

Commented [AU5]: (b) (5)

Commented [AU6]: (b) (5)

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|                      |
|----------------------|
| Latent<br>Conditions |
| Latent<br>Conditions |
| Latent<br>Conditions |
| Latent<br>Conditions |
| Real Estate          |
| Real Estate          |
| Real Estate          |
| Real Estate          |



Commented [AU7]: (b) (5)

Commented [AU8]: (b) (5)

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Scope

(b) (5)

**Interrelated Projects**

*[List any interrelated project dependencies on other projects including projects such as Military Deployment Constraints, Facilities, SBInet towers, or projects within other agencies or private construction. The Acquisition Directive refers to this as "Interoperability."]*

| #   | Interrelated Projects |
|-----|-----------------------|
| 001 |                       |
| 002 |                       |
| 003 |                       |
| 004 |                       |

**Disposal Plan**

*[As directed in the FM&E Policy Document on Project Management, effective November 1, 2012, and in the FM&E RPAM 10042, the method, timeline, and all costs associated with a property disposal must be documented.]*



Border Patrol Facilities and Tactical Infrastructure PMO  
Tactical Infrastructure Project Requirements Document

**PROJECT EXECUTION TEAM**

---

[Name], Project Manager  
BPFTI PMO, Facilities Division

---

Date

---

[Name], Project Manager  
USACE, [Location] District

---

Date

DRAFT

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**APPROVAL: Constructability**

\_\_\_\_\_  
(b) (6), TI Branch Chief  
ECISO, USACE

\_\_\_\_\_  
Date

**APPROVAL: OBP Mission Needs**

\_\_\_\_\_  
(b) (6),  
Office of Border Patrol, SPPA

\_\_\_\_\_  
Date

**APPROVAL: Financial**

\_\_\_\_\_  
(b) (6), Branch Chief  
BPFTI PMO, Financial Management Branch

\_\_\_\_\_  
Date

**APPROVAL: Real Estate & Environmental**

\_\_\_\_\_  
(b) (6), Director  
BPFTI PMO, Real Estate & Environmental Division

\_\_\_\_\_  
Date

**APPROVAL: Architecture and Engineering**

\_\_\_\_\_  
[Name], Director  
BPFTI PMO, A&E Services Division

\_\_\_\_\_  
Date

**PROJECT APPROVAL**

\_\_\_\_\_  
(b) (6), Director  
BPFTI PMO, TI Division

\_\_\_\_\_  
Date

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Border Fence Segments O-1, O-2, & O-3 (IBWC / Public Question)  
**Date:** Monday, May 06, 2013 11:18:32 AM  
**Attachments:** [O-1 Plan 10162012.pdf](#)  
[O-1-O-3 REPR DRAFT.pdf](#)  
[O-2 Plan 10152012.pdf](#)  
[O-3 Plan 10172012.pdf](#)  
[FenceAlignmentChangesProposed.docx](#)  
[02-012\(a\)USIBWC Approval Letter Segments O-123.pdf](#)

---

All,

I know the below invite has been forwarded to a lot of folks, so I want to ensure everyone has all of the documents referenced in my email below. The documents provided below were in my original email from IBWC.

ADDITIONALLY,

I have obtained the attached news article from IBWC this morning dated May 4, 2013, regarding the border fence segments that DHS is planning to erect at Roma, Rio Grande City, and Los Ebanos.

Lastly, as a reference from the article, below is the IBWC letter we have on file. This does not appear to have been released to the public.

**Our meeting is today at 4pm EST. Please let me know if you need any further meeting information.**

(b) (6), (b) (7)(C), PMP

Project Manager, TI Project Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

(b) (6), (b) (7)(C)

[REDACTED]

[REDACTED]

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-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, May 03, 2013 11:55 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Border Fence Segments O-1, O-2, & O-3 (IBWC / Public Question)

**When:** Monday, May 06, 2013 4:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Call In: (b) (7)(E) / (b) (6), (b) (7) Office

Per email below...

Attachments sent in a separate email....

-----Original Message-----

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, May 03, 2013 11:41 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Border Fence Segments O-1, O-2, & O-3 (IBWC / Public Question)

**Importance:** High

(b) (6), (b) (7)

(b) (6), (b) (7)(C) from IBWC notified me about the attached documents (first 4 documents). They indicated that they were provided these documents by a reporter who obtained these by means of a FOIA Request. The IBWC have not been provided any updates regarding the current O segment work we are planning, but they are fully aware of this project (as is the public). The reporter is asking IBWC if they have reviewed the changes being proposed to the alignment of the border fence.

IBWC is asking us if DHS is planning to revise the alignments for the border fence as recommended by the USACE for Roma, Rio Grande City and Los Ebanos, Texas. Additionally, IBWC is asking if the USACE determine if revised alignment still falls within the same grid in FLO-2D? The second question stems from the approval letter CBP received from IBWC back in

February 2012 for the fence per the Hydrology study conducted by Baker (see attached).

Please advise how we want to address this question since anything we write may be filtered to this reporter.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), PMP

Project Manager, TI Project Division

Border Patrol Facilities and Tactical Infrastructure Program Management Office Facilities  
Management and Engineering

(b) (6), (b) (7)(C)

[REDACTED]

[REDACTED]

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# Feds may acquire more land for new border fence construction, CBP proposal shows

## Border Fence debris

Debris clogs the border fence at San Pedro Riparian National Conservation Area, about 85 miles southeast of Tucson, Ariz., in summer 2012.



Posted: Saturday, May 4, 2013 12:39 am

**Feds may acquire more land for new border fence construction, CBP proposal shows** Jacqueline Armendariz | The Monitor

Posted on May 4, 2013

by [Jacqueline Armendariz](#)

McALLEN — About 100 people in Starr and Hidalgo counties could be impacted under a proposed construction plan regarding the final sections of the border fence, with more than half living at a nursing home, federal documents show.

The U.S. Customs and Border Protection draft plan differs from that of the International Boundary and Water Commission, the bi-national agency tasked with regulating the U.S-Mexico border and water releases along the Rio Grande.

The plan also hinges on whether funding is available to finish the job. As recently as March, federal officials said the remaining border fence project was halted due to a lack of funding.

But the border security component of Congress' comprehensive immigration reform debate opens up the possibility that could change.

The path of the wall likely is not a surprise for residents of the three area communities impacted — Rio Grande City, Roma and Los Ebanos — as federal legislation for the project goes back to 2006.

However, two documents recently released by CBP show a another path for the fence that will likely mean a second round of property condemnations, Scott Nicol, chair of the Sierra Club Borderlands Team, said.

Nicol warns the fence plan will have serious consequences for humans and wildlife, which roam through the nearby federal refuge, because of the flood plains there.

"It's an issue of CBP saying the water's just going to pass right through these walls. The evidence with walls of almost the same design, in the past, shows that's not the case," he said. "Basically, if you stick a wall in the middle of a flood plain it's going to act as a dam."

He points to examples of the same fence construction in Arizona that, in some instances, have clogged with debris that eventually backed up as high as six feet.

The environmental advocacy group obtained the CBP records through the Freedom of Information Act and released them to The Monitor. One is a proposed fence plan dated November 30, 2012 from the U.S. Army Corps of Engineers. The other is a CBP Facilities Management and Engineering department planning document from March 1 titled "Comprehensive Immigration Reform Planning."

The bi-partisan group of senators known as the Gang of Eight rolled out their comprehensive immigration reform bill last month. While the impact of the federal government's sequestration is felt, the legislation included \$1.5 billion for new border wall construction — the final pieces of which were never constructed in the three towns.

When contacted for this story, CBP cited an email exchange with Nicol that had been forwarded to The Monitor. In the email dated March 29, CBP stated it worked closely with the IBWC on the proposed plan to address flooding concerns.

"On February 2012, IBWC's Principal Engineer issued a letter approving that the referenced fence segments could be built without adversely impacting the floodplain, so long as CBP follows the proposed alignment and design, as well as provides maintenance and provides any future repairs," the email reads in part.

However, the U.S. Army Corp of Engineers plan from November notes areas of deviation, due to various engineering reasons, from the path approved by the IBWC and developed with flood concerns in mind.

Bill Brooks, CBP branch chief of the agency's southwest border media division, said CBP's statement in the email confirming fence construction in the three cities has been delayed due to a lack of funding hasn't changed.

"The so-called 'Gang of 8' immigration bill is proposed legislation and we cannot make decisions on or even speculate on the outcome of proposed legislation," Brooks said in a statement to The Monitor.

This week, an IBWC spokesperson said the agency had not received the border fence plan from November to evaluate it.

CBP notes in one of the documents that the boundary commission agency warns it's an international treaty violation if flood waters are pushed away from the U.S. into Mexico.

Nicols said that could to happen if the government's fence path is followed, while gaps in the wall could also flood even more U.S. lands north of the structure during a substantial rain event.

The CBP document titled "Comprehensive Immigration Reform Planning" outlines a timeline indicating that within the next six months the government will notify property owners it wants their land.



The nursing home within the potential condemnation area, according to maps, is likely Retama Manor Nursing Center in Rio Grande City. A staff member who answered the facility's phone last week said he was not aware the nursing home may need to relocate. A representative for the nursing home's parent company in Atlanta said no one would be available for comment on the situation until next week.

In an email dated March 29, sent to the Sierra Club and released to The Monitor, Rep. Henry Cuellar, D-Laredo, also said CBP told him fence construction was on hold because of a lack of funding.

Cuellar's office sent a statement Friday that has no mention of the phrase "border fence" in response to a series of questions from The Monitor on the subject, including whether he is aware of the proposal that might cause nearly 100 residents in his congressional district to relocate.

"It is our responsibility to ensure that our law enforcement officers have the necessary tools and equipment to keep our communities safe," Cuellar said, in part. "We ought to pass an immigration bill that that enhances border security and ensures a comprehensive guest worker plan to provide opportunities for those hard working individuals and families who have come to our great country."

Within one of the documents, the government notes 95 percent of cases result in condemnation, meaning property owners are taken to court for their land. Nicol notes most of those who could be affected by the plan won't likely have the resources to take the government to court to fight for the best price for their land.

"They're sort of guaranteed to get shafted," he said.

The wall, he said, is nothing more than a political prop, particularly when one considers the number of immigrants entering the country illegally has decreased likely due to an economic downturn and increasing cartel drug violence.

"It's something you can walk in front of a look tough. The fact that it doesn't do anything doesn't matter," he said. "I think it's kind of despicable to tear up people's property and wildlife refuges and potentially cause flooding that could ruin homes and drown people."

—

Jacqueline Armendariz covers education and general assignments for The Monitor. She can be reached at [jarmendariz@themonitor.com](mailto:jarmendariz@themonitor.com), (956) 683-4434 or on Twitter, @jarmendariz.

# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

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Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



U.S. Customs and  
Border Protection

# Rio Grande Valley Sector Numbers



Source: U.S. Customs and Border Protection, as reported in the USA Today (April 2, 2013)

\*Only Tucson Sector has more apprehensions at 120,000



U.S. Customs and  
Border Protection

# Situation

---

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City (see map)
- Original alignment adjusted due to flood plane agreement with IBWC
- South Texas is a high priority for Border Patrol



U.S. Customs and  
Border Protection

# Acquisition Strategy and Timeline



- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Retain flexibility to seize opportunities.

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



U.S. Customs and  
Border Protection

# Budget

---



**Total:** (b) (5)

Primary Drivers:

- Construction: (b) (5)
- Real Estate: (b) (5)
- Contingency (Risk): (b) (5)
- Program and Construction Management: (b) (5)
- Design: (b) (5)
- Environmental: (b) (5)



U.S. Customs and  
Border Protection



# Design

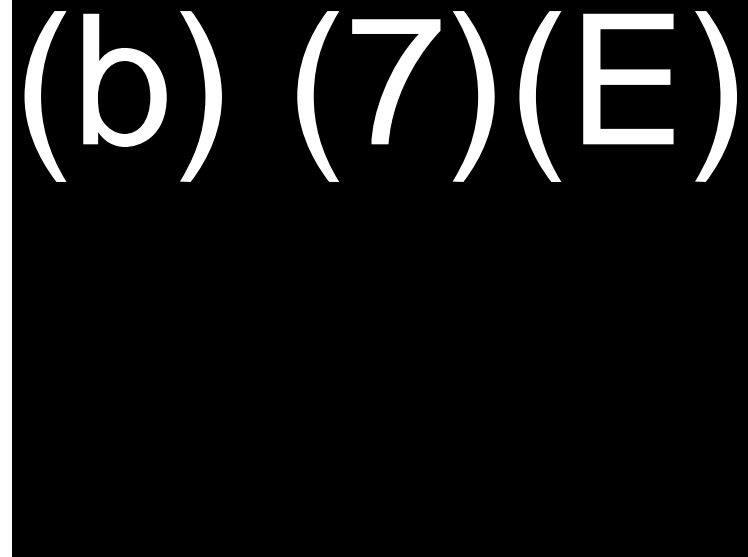
O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate



Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5) )
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)



# Environmental

---



- 2008 Environmental waiver applies
- CBP will maintain strong environmental stewardship
- Strong proactive outreach program required



U.S. Customs and  
Border Protection

# Risk

- 3 Point Estimate:
  - Low: (b) (5)
  - Medium: (b) (5)
  - High: (b) (5)
- Top Risk Categories:
  - Real Estate
  - Latent Conditions
  - Contractor Performance
- Milestones Affected (In order of frequency):
  - Construction Start Date
  - Obtain ROE-SE
  - Real Estate Certification



# Staffing

---



## BPFTI

- Align PMs by corridors (Border Patrol style)
  - Example: PM to oversee and monitor San Diego, El Centro and Yuma
- Flex capability by using Sector PM/CORs
- Surge capability by tapping into Facilities PMs

## ECSO

- Utilizing current staffing
- Leveraging existing USACE Districts capabilities
- Complementing CBP corridors
- Leveraging surge capabilities within USACE



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# Adapt to Changing Requirements

*Aggressive planning and execution; retain flexibility to incorporate additional requirements*

## **Consistent, Scalable Approach:**

- Real Estate & Environmental
- Acquisition: O-1, 2, 3 vehicles, existing vehicles in supporting Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment

Leverage existing capabilities and capacities in supporting Districts

## **Past Success on Similar Programs**

**PF225**

**\$1.099B Program**

**USACE execution of 201.1 miles**

**VF300**

**\$255M Program**

**USACE execution of 192.6 miles**

**4 executing Districts in 2 Divisions**

**High visibility, high political interest**

**525+ USACE employees across  
37 Divisions, Districts, and Labs**

**Environmental, Real Estate, and Strategic  
Communications**



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# Next Steps

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(b) (5)



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# CBP Office of Administration

## Facilities Management and Engineering

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O-1 to O-3 Planning Brief



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# Agenda

Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

- RGV Sector Numbers
- Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3
- Existing Pedestrian Fence is 54.1 miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) of border between Roma and Rio Grande City (see map)
- Original alignment adjusted due to flood plane agreement with IBWC
- South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Retain flexibility to seize opportunities.

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
| Start                 |         |     |     |
| Acq Plan Complete     |         |     |     |
| Base Contract Award   |         |     |     |
| RE Certified          |         |     |     |
| Construction Complete |         |     |     |



# Design

O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate

Gate



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# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5) )
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)  
(b) (5)



# Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations about O-1 to O-3

Existing Pedestrian Fence is **XX X** miles

O-1 to O-3 last segment under Pedestrian Fence (PF) 225

- Comprises approximately **(b) (7)(E)** of border between Roma and Rio Grande City  
(see map)
- Original alignment adjusted due to flood plan agreement with IBWC
- Does not comprise existing gate construction in RGV

South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline

- ✓ Flexible Approach;
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies;
- Keep all options on the table;
- Develop branch and sequel strategies with clearly defined decision points.

## Base Plan:

| Segment                   | O-1 | O-2 | O-3 |
|---------------------------|-----|-----|-----|
| Acquisition Strategy      | (b) | (5) |     |
| Start                     |     |     |     |
| Acquisition Plan Complete |     |     |     |
| Base Contract Award       |     |     |     |
| Real Estate Certified     |     |     |     |
| Construction Complete     |     |     |     |



# Design

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# RE Activities TI – RGV – Segments O-1,2,3



- ROM RE Budget: (b) (5)
- Projected RE Schedule: (b) (5)
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5) )
  - O-2: (b) (5) – Starr County + more new owners; (b) (5)

- Key Assumptions:

- (b) (5)
- (b) (5)

- Land Acquisition Options: (will be evaluated tract-by-tract)

(b) (5)

- Significant Risks: (b) (5)



# Situation

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| Acquisition Plan Complete |     |     |     |
| Base Contract Award       |     |     |     |
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# Design

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# “Pivot” Plan



Aggressive planning and execution; retain flexibility to incorporate additional requirements

## Consistent Approach:

- Real Estate & Environmental:
- Acquisition: O-1, 2, 3 vehicles; existing vehicles in supporting USACE Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment;  
Leverage existing capabilities and capacities in supporting Districts



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# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



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# Agenda

Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential CIR Related Projects

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# Acquisition Strategy and Timeline

- ✓ Flexible Approach
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones, Steel)

## Course of Action:

- (b) (5)
- 
- 

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
|-----------------------|---------|-----|-----|
| Acq Strat             | (b) (5) |     |     |
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# Design

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Bollard with Steel Plate

Gate



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# Real Estate

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- Key Assumptions:

- (b) (5)
- (b) (5)

- Land Acquisition Options: (will be evaluated tract-by-tract)

(b) (5)

- Significant Risks: (b) (5)



# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



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# Agenda

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# Acquisition Strategy and Timeline

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## Course of Action:

- (b) (5)
- 
- 

## Base Plan:

| Segment               | O-3     | O-1 | O-2 |
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- Land Acquisition Options: (will be evaluated tract-by-tract)

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- (b) (5)

- Significant Risks: (b) (5)

(b) (5)

